

# How Does Employees' Big Five Personality Traits Explain Innovative Work Behavior? An Original Needs Theory Approach from McClelland And Maqasid Al Shari'a

Hamdy Abdullah<sup>a\*</sup>, Ahmad Azrin Adnan<sup>b</sup>, Ahmad Munir Mohd Salleh<sup>c</sup>, Mohd Shaladdin Muda<sup>d</sup>, Khatijah Omar<sup>e</sup>, Fazida Karim<sup>f</sup>, Mohd Hilmi Hamzah<sup>g</sup>, <sup>a,b,f</sup>Universiti Sultan Zainal Abidin, <sup>c,d,e,g</sup>Universiti Malaysia Terengganu, Email: <sup>a\*</sup>[hamdyumt@yahoo.com](mailto:hamdyumt@yahoo.com)

The aim of this study is to observe the impressions of an employees' big five personality traits on their innovative work behaviour in the Malaysian Islamic banking environment by exploring the amalgamated approach of McClelland's Needs Theory as well as Maqasid Al Shari'a. The survey questionnaire comprehended measurements of innovative work behaviour as well as the big five personality traits. Data were gathered from 397 employees of four Islamic banking clusters on a voluntary and anonymous basis. The outcomes show that only the dimension of openness to experience is a significant predictor to innovative work behaviour. The data in the present study were gathered from a single source through a common method. The use of a cross-sectional design limits the causal associations between the big five personality traits and innovative work behaviour only. Intermixed between conventional plus Islamic thinking, creativity could be nurtured in discovering the suitable approach to accomplish responsible innovation, which is anticipated to establish the influence of a Shari'a-compliant system. The current study does provide some suggestions that only certain dimensions of big five personality are influential on innovative work behaviours. This study is one of the earliest attempts to rationalise employees' innovative work behaviour by using a unique amalgam of McClelland's Needs of Theory and Maqasid Al Shari'a.

**Key words:** *Innovative Work Behavior, Personality, McClelland, Maqasid Al Shari'a, Islamic Banking.*

## Introduction

Creativity has become the spirit of an organisation's growth in today's knowledge economy. Through employees' innovative work behaviour, organisations can obtain and sustain their organisational competitiveness (Woods, Mustafa, Anderson & Sayer, 2018). The intention of this study is to explore employee innovation in service with the Islamic banking industry as there are not many studies examining this particular area.

Islamic banking employees are expected to put in extra effort in upholding the agenda of responsible innovation. This practice should contribute towards the evolution of the industry from just being legally Shari'a compliant to correctly fulfilling the quintessence of a Shari'a-compliant system on an individuals evolutions as well as on an economies. For over 30 years in Malaysia, the industry has been facing a disheartening responsibility attributable to the fact that Islamic banks have had to apparently adjust their conventional banking products to meet Islamic legal conditions. This disparagement has been the outcome of perceptual changes from numerous interested parties specifically when the public has mostly realised the divergences concerning 'what is' and 'what should be' in the Islamic banking setting (Abdul-Rahman, Abdul Latif, Muda & Abdullah, 2014). Islamic banks are in a difficult situation as they are confronted with the responsibility of innovation to satisfy profit-making intentions yet they are constrained by the Shari'a requirements whereas their conventional counterparts could be more competitive as they are not bound to any religious constraint apart from the banking acts. This state of affairs should be observed as new growth projections for the Islamic banks could be expended in innovative methodologies (Echchabi & Aziz, 2014; Abdul-Rahman, Abdul Latif, Muda & Abdullah, 2014). Innovation in Islamic banks should be recognised as a new know-how for their continuous wealth generation but at the same time to fulfil the principle of a Shari'a-compliant system. Employees need to change their current line of attack in order for banks to make new improvements through radical innovation strategies (Akram Laldin & Furqani, 2013; Tipu, 2014).

Tipu (2014) reasoned that employees' involvement in the service product innovation results in many advantages to the Islamic banks as their involvement can be defined as decisive (Garg & Dhar, 2017), however, not many studies have been carried out using this framework. Employees confront customer conflict, which is customary in knowledge-intensive business services that are considered as the source of creativity and innovation (Javalgi, Gross, Joseph & Granot, 2011; Woods et al. 2018). They are able to recognise their unfilled desires, disappointments or other unseemliness during customer contacts (Echchabi & Aziz, 2014). In these surroundings, they are empowered to recognise and explore prospects, leading to the idea of banking products to resolve customers' complaints. Further to this, Islamic banks need to understand employee contribution in the all-inclusive supply chain of their products' offerings which are delivered to their customers. Dissimilar to conventional banks, Islamic

banks are apparently in the spirit that transactions are accomplished in accordance with the guiding principles and codes of Islam (Akram Laldin & Furqani, 2013). Even so, employees' innovative work behaviours in the Islamic banking has been commonly discounted, which has subsequently resulted in knowledge in this particular subject remaining ill-understood.

Earlier scholars (e.g. Woods et al., 2018; Yang & Hwang, 2014) put great importance on a human's inner features that would motivate innovative behaviour in their workplace. These features are interconnected with an employees' attitudes and these can be regarded as the psychosomatic foundations of human resource management. Beforehand, scholars come to an understanding that highly creative personalities retain the qualities of impulsivity, broad-mindedness, evolution and the courageousness to uphold their thoughts. Woods et al. (2014) and Niu (2014) pointed out that the employees' personality plays an imperative role in the endeavours to motivate innovation in the banking industry. The big five personality test has been one of the most prominent models in the present psychology study to describe the most prominent traits of human personality (Saucier, 1994).

Despite that, modern studies have predominantly disregarded the philosophies from Islamic principles to enlighten employees' motivation that improves their innovativeness. Bhatti, Aslam, Hassan & Sulaiman (2016), for instance, reasoned that an employees' motivation among Muslims can be stimulated by considering the integration between Islamic principles with conventional motivating notions. For that reason, this study is estimated to focus on this loophole. Despite the fact that responsible innovativeness has been an indispensable side of Islamic banking, it has failed to get due attention from many scholars.

More studies are needed to gain an understanding of the impressions of human influences on innovative work behaviour. Henceforth, the motivation of the current study is to examine precisely the effects of employees' big five personality traits on innovative work behaviours by exploring the new integration of the conventional and Islamic standpoints.

## **Literature Review**

### ***Innovative Work Behavior***

After over 30 years in Malaysia, responsible innovation has been given high-profile publicity in Islamic banking due to the anticipation from various stakeholders. The central challenge is to meet their customers' expectations and provide valuable services that continue the competitive edge (Echchabi & Aziz, 2014). From this day forward, Islamic banks should highlight how their employees' innovative work behaviour as service innovation contributes to responsible innovation. Conventionally, the researchers took into account individual creativity to be the bedrock of organisational innovation (Scott & Bruce, 1994; Janssen, 2000).

De Jong and Den Hartog (2010) initiated their efforts on distinguishing the measurements of employees' innovative work behaviour whereby they debated that ideas generation by employees should encompass exploring novel ideas. The commencement of a regular innovation process presents opportunities i.e. it could be the breakthrough of an opportunity or an impediment. The trigger may be the probability to improve existing circumstances or a danger requiring an immediate action. Idea exploration encompasses looking for styles to improve present products, services or procedures or thinking about them in unusual ways (Kanter, 1988; Basadur, 2004). Previously, idea exploration is discounted by many scholars, despite the fact it is understood as substantial passageways into entrepreneurship. Idea generation is consequently put forward dimension of employees' innovative work behaviour. The generation of ideas conceivably will be related to new products, services or procedures, the admittance into new markets, re-developments in the present work process, or determining the acknowledged shortcomings (Kanter, 1988). The centre of idea generation seems to be the arrangement and reorganisation of information and current perceptions to solve impediments or to elevate the present-day implementation. Successful innovation demands for novel ideas in advance of following phases i.e. idea promotion as well as implementation. Employees are scarcely ever able to accomplish their ideas on their own and frequently ought to obtain consent from their superiors. Idea campaigning turns out to be appropriate the moment the idea has efficaciously been created. In view of that, ideas need to be authorised and stimulated because they commonly interrupt the existing implementation in the organisation. The newly generated idea is normally unclear whether its benefits will exceed the cost of developing and implementing them. Championing encompasses looking for upkeep as well as developing alliances by emphasising self-assurance and eagerness about the possible accomplishment of the generated ideas, being strong-minded, and getting the right people to get involved. To end with, the generated ideas have to be instigated. Consequently, extensive determinations as well as result-oriented mindsets are required to ensure the ideas are manifested. Idea implementation will produce new innovation as part of the organisation's practice.

### ***Personality***

The big five taxonomy has been universally acknowledged in establishing personality traits (Saucier, 1994) (i.e. openness to experience, conscientiousness, extraversion, agreeableness as well as neuroticism). Openness to experience represents employees as being resourceful, questioning, arty and original (McCrae & John, 1992). Employees with a high grade of open thinking appreciate new lookouts. Conscientiousness represents employees who are responsible, truthful, determined, meticulous and work proud. Highly conscientious employees are result-focused, whole-hearted and task-focused (Templer, 2012). Extraversion represents employees who are cheerful, dominant, energetic and enthusiastic (Niu, 2014).

Those who are associated with extraversion are sociable, forceful, self-motivated, audacious, lively and communicative (Yang & Hwang, 2014). The trait of agreeableness signifies employees' features like compassion, cooperativeness, self-control, big-heartedness and trust (Woods et al., 2018). Highly agreeable employees have a propensity to be more compassionate, helpful, conflict-avoiding, kind-hearted as well as tolerant. Employees with high grades on neuroticism have inclination to be moody and feel worried, nervous, fearful, irritated, depressed, jealous, guilty and isolated. Highly neurotic employees react worse to stressors and have an inclination to interpret ordinary circumstances as compelling and slight frustrations as disconsolately problematic (Niu, 2014).

### ***Personality and Innovative Work Behavior***

Woods et al. (2018) proclaimed that openness to experience is the most exceptional personality dimension for creativity and innovation among banking employees. Matzler, Renzl, Mooradian, Von Krogh and Mueller (2011) reasoned that employees with higher grades in conscientiousness are engaged in work to document their understanding and know-how in order to share it with other co-workers and to be part of organisational accomplishments. Niu (2014) also discovered that conscientiousness is encouraged towards one's resourcefulness. Highly extroverted employees are expected to be assertive, spirited, greatly confident and enthusiasm seeking. They habitually exhibit greater incidence, progressive excitements, a desire for personal interactions, and a need for reinforcement.

Earlier scholars (e.g. Kanter, 1988; Niu, 2014) opposed that innovations occur in secluded situations even though employees are the cause of improvement. Consequently, they have to communicate with others, be it inside or outside the organisation, increasing the significance of communication, pronunciation, and networking competences. Highly agreeable employees are well-mannered, forgiving, pleasant, self-sacrificing, co-operative and open-handed. Thus, these people are expected to respond to their working organisation by offering an understanding social feeling. Formerly, Patterson, Kerrin and Gatto-Roissard (2009) revealed the undesirable encouragement of agreeableness on an organisational revolution. Highly neurotic employees and those with low emotional stability are commonly characterised by a negative temperament, anxiety, resentment and a highly-complaining nature (Saucier, 1994). Unquestionably, Chamorro-Premuzic and Furnham (2003) found that employees with low marks in neuroticism might improve their performance. Previously, Barrick, Mount and Judge (2001) found high emotional stability to be the antecedent of better-quality performance. Therefore, based on these points of view, the ensuing hypotheses are established for the present study:

H1: Openness to experience will positively influence innovative work behaviour.

H2: Conscientiousness will positively influence innovative work behaviour.

H3: Extraversion will positively influence innovative work behaviour.

H4: Agreeableness will negatively influence innovative work behaviour.

H5: Emotional stability will positively influence innovative work behaviour.

## **Methodology**

### ***Participants and procedures***

The sample was obtained from employees by using a cross-sectional survey. Malaysia has been acknowledged as the result of the Government's effort concerning the internationalisation of Islamic finance over three decades of establishing of the Islamic banking industry (KFH Research, 2011). The confidentiality of this present survey was safeguarded to the employees. A request was prepared to managers of partaking banks to state the justification of the survey to their employees and state that it was a delicate subject. A back-to-back translation method was adopted as recommended by Brislin (1980). The original questionnaire was first translated from English into Malay by one expert and then retranslated into English by another expert in order to verify for discrepancies in meaning. Consequently, several items were modified to adapt with the local context and for better simplicity, including the reply from the focus-group conversation. We performed factor analysis and Cronbach's alpha to analyse uni-dimensionality and inter-item reliability to solve the internal consistency of the constructs. A trial study was executed to 100 employees with the intention of validating the degree to which the questionnaire satisfied the requirements as well as the constraints. During field work, questionnaires were provided to employees on a voluntary basis. This meant 450 questionnaires were circulated among employees and were gathered three weeks later. Of the number, 425 surveys were returned, for a response rate of 94.44 per cent. Only 397 surveys were usable for data analysis.

### ***Measures***

A six-point Likert scale was instigated in the survey form ranging from 'strongly disagree' to 'strongly agree'. The scale has been widely used in many social sciences due to its clear-cut construction and highly reliability.

3.2.1 Personality traits. The Mini-Marker Scale was used to observe the personality among Islamic bank employees. Adapted from the Saucier (1994), the personality trait is shared out into five dimensions, precisely: openness to experience, conscientiousness, extraversion, agreeableness and emotional stability. The Cronbach's alpha coefficients of the openness to experience, conscientiousness, extraversion, agreeableness and emotional stability correspondingly are 0.87, 0.85, 0.83, 0.83 and 0.85, which go above the critical level of 0.70 (Niu, 2014).

3.2.2 Innovative Work Behavior. Janssen (2000) expressed employees' innovative work behaviour as their efforts in relation to creation, promotion, and accomplishment of new ideas throughout a task undertaking in a cluster or an organisation. Their expression of innovative work behaviour is in accordance with the seminal effort by Kanter (1988) who described the innovation phases undergoing in an organisation. The Cronbach's alpha coefficient of the innovative work behaviour for this study is 0.93.

### *Descriptive Analysis*

Table I shows that the means, standard deviations, skewness and kurtosis levels for the particular constructs. For this reason, the data was robust, demonstrative of the samples, and considered normal. Parametric analyses procedures are as a result feasible in the following sections.

**Table I** : Means, Standard Deviations, Skewness and Kurtosis

<b>Constructs</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>
Openness to Experience	4.78	0.57	-0.38	0.32
Conscientiousness	4.71	0.59	-0.35	0.21
Extraversion	4.82	0.59	-0.49	0.50
Agreeableness	4.71	0.58	-0.39	0.32
Emotional Stability	4.77	0.58	-0.47	0.52
Innovative Work Behavior	4.83	0.43	-0.04	0.59

### **Results**

The bivariate analysis was performed by using Pearson's correlation to analyse the association between the continuous constructs in terms of their covariance (Pallant, 2013). The correlations among the five dimensions = ranged from 0.386 to 0.803. All of the correlations were significant at the 0.01 level (2-tailed) and positive correlation points to that as one construct increases. See Table II for the correlation matrix, the means, and standard deviations for the variables.

**Table II : Correlations**

	(1)	(2)	(3)	(4)	(5)	(6)
Openness to Experience (1)	1					
Conscientiousness (2)	.847**	1				
Extraversion (3)	.866**	.803**	1			
Agreeableness (4)	.816**	.814**	.794**	1		
Emotional Stability (5)	.844**	.800**	.810**	.853**	1	
Innovative Work Behaviour (6)	.520**	.483**	.502**	.488**	.503**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

It is important to understand how much variance in a continuous dependent variable can be described by a set of predictors (Pallant, 2013). Therefore, all independent variables were entered into the equation all together. Regression makes it possible to determine and predict the value of one variable, given the value of the other subject to the level of the match. Multiple regression analysis was found suitable to inspect the simultaneous effects of the big five personality traits on innovative work behaviour. Table III represents the results. The model was significant with  $R^2$  0.287 and adjusted  $R^2$  0.282. Only openness to experience was found to be a significant predictor. Hence, only H1 was accepted.

**Table III : Regression analysis for Innovative Work Behavior**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	SE	B		
	2.763	.164		16.872	.000
Openness to experience	.153	.081	.200	1.999	.000
Conscientiousness	.036	.066	.048	.545	.586
Extraversion	.090	.067	.123	1.349	.178
Agreeableness	.057	.068	.077	.840	.401
Emotional Stability	.097	.071	.130	1.361	.174

a. Dependent Variable: Innovative Work Behavior

## Discussion

The results specify that only employees' openness to experience has a positive consequence on their innovative work behaviour, subsequently accepting H1. This outcome is directly supported by new theoretical improvements (i.e. the new-fangled amalgam of achievement need of McClelland and *Maqasid al Sharia*) to describe the association between openness to experience and innovative work behaviour. This implies the importance of openness to experience for employees' career achievement due to the fact that it meaningfully assists

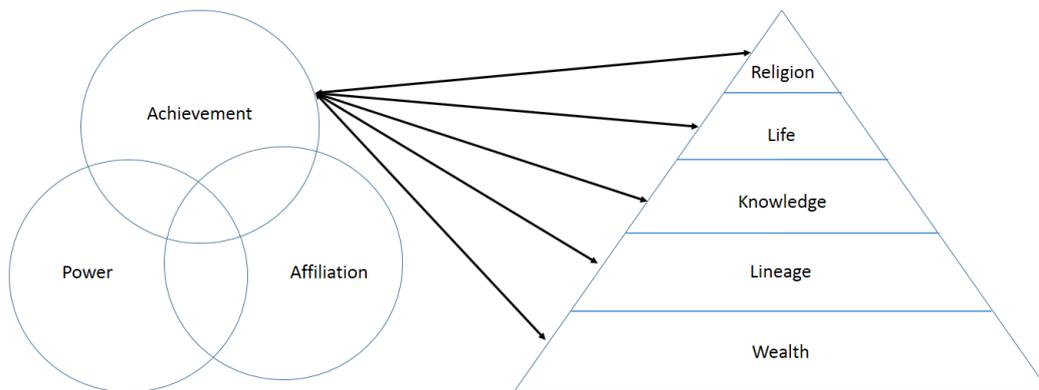
them to entirely apply their resourcefulness to fulfil their religious responsibility. The breadth of openness to experience remains at the foundation of creativity because it envisages employees' intelligence and high curiosity in a wide range of areas and analysis levels. Their inner imagination and aesthetic thoughtfulness are emphasised as the main character traits related to employees' openness to experience that meaningfully cause greater achievement in their workplace. Employees' innovative achievement is strong-minded by their innovative work behaviour. Islamic banks need to involve the employees with traits related to openness to experience such as thirst for knowledge and intelligence. The employees are expected to actively participate in innovation related to resourcefulness and performance that lead to successful innovation in Islamic banking (Abdul-Rahman et al, 2014).

The results likewise show that other dimensions have no significance on employees' innovative work behaviour, which cause a decline to H2, H3, H4 and H5. The study does not support the influences of employees' conscientiousness, agreeableness, extraversion and emotional stability on their innovativeness even though preceding empirical findings reported on the influence of each dimension. The trait of conscientiousness does not have any answer for the employees' innovativeness owing to the fact that employees are bound to the strict guidelines and regulation set by the Central Bank as well as their respective bank policies. Those rules and policies do not stimulate them to think outside of their box. Conscientious employees are hardly engaged with their colleagues due to their diligence to safeguard the accomplishment of their tasks. The study also discovered that extraversion does not provide any answer for employees' creativity since their social intermingling as well as dynamic get-up-and-go does not cause any intensification to innovation achievement. This is attributable to the working culture in the banking surroundings which demands them to maintain secrecy at all time.

The trait of agreeableness also does not give any indication on the employees' creativity in encouraging responsible innovation in Islamic banking. This will strengthen them to give back to the others for providing a supportive social atmosphere. Consequently, the trait avoids them from stimulating innovation accomplishment which may threaten their reputation at the organisation. The study also states that emotional stability does not answer employees' creativity. It would seem their attribute of serenity and level-headedness is not part of the reason for their innovative achievement at the place of work. The consequences in the current study to a certain degree support the argument by Silvia et. al (2009) in a way that no effect of these four dimensions hit on the big five on innovative work behaviour. The effects as well as arguments debated above indicate that more studies along with demanding analyses are needed in exploring the link between personality and employees' innovativeness from religious viewpoints.

This is the early study discovering the effects of big five personality traits on employees' innovative work behaviour by applying an amalgam of McClelland's Needs of Theory and *Maqasid al Sharia*. Only employees' openness to experience was uncovered to be a notable motivation to their innovative achievement in this study. Those with high degree in openness to experience are able to motivate their intelligent competence and inspired to generate new predictions to meaningfully provide impression on their work roles, which direct to greater heights of innovative work behaviour. All the same, we hold forth that understanding employees' innovative work behaviour necessitates for satisfying not only the human's achievement need of McClelland's theory but also *Maqasid al Sharia* that impulses for fortification of five needs (i.e. religion, life, knowledge, lineage plus wealth). The study outstandingly suggests for an exceptional amalgamation of McClelland's Needs of Theory with *Maqasid al Sharia* in illuminating employees' creativity and innovation. The combination of the five fundamentals of humans' needs in *Maqasid al Sharia* with McClelland's need for achievement provides the new evidence of novelty in the current study in term of the amalgamation of conventional and Islamic conceptions in efforts for up-and-coming innovation. Refer to Figure 1.

**Figure 1 .** The New Integration Needs Theory of McClelland and *Maqasid Al Shari'a*



First of all, human need for achievement is basically combined with one's need to support his or her religion whereby every employee possesses great determination to realise one's propensity to the fullest by engaging creativity and innovation as well as performing important accountabilities. The study implicates that only employees with high inquisitiveness are able to combine both of the needs as a shared need. Noticeably, the need for achievement in Islamic banking results from their innovativeness to realise their aptitude to the fullest. This is united with their need to undertake the religious responsibility in following blessings from their Creator. Secondly, the need for achievement is assimilated and directed to their peaceable presence, i.e. these days and in the hereafter. The human achievement need of McClelland is integrated with the need of life expectancy from *Maqasid al Sharia* point of view whereby those employees who are involved in innovativeness need security in their lifetime. Also, employees should not get into any mischievousness that may

cause damage to their life as well as the public. Thirdly, human's achievement needs of McClelland's theory is combined with the human intellectual need. Employees for all intents and purposes need to inspire their intelligence to offer not only Sharia-compliant but also genuine Sharia-based banking products for their civilization. Henceforth, knowledge is needed by employees to share and to intersperse with others in the society. The achievement need of McClelland's theory is mutual with the need to safeguard lineage from *Maqasid al Sharia*. By involving in innovative work behaviour, employees irrefutably need self-assurance, power, high opinion, and achievement in safeguarding their family good name. As a result, to be acknowledged and appreciated by the organisational community is important for them. Lastly, the human need for achievement of McClelland's theory is hinged with the need for protection of wealth from *Maqasid al Sharia*. Employees' inquisitiveness directs their creativity which formulates the suitable methods to accomplish objectives of wealth creation, fair and transparent financial practices as well as justice of macro and micro-dimensions as suggested by Akram Laldin and Furqani (2013). To fulfil the need for achievement, employees are required to exploit their innovativeness in developing distinctive instruments that accelerate financial deals, set up standards and values, and inspire social accountabilities.

It is implied Islamic banks should employ people with a high degree of openness to experience, by reason of the fact that only this type of personality trait has a constructive encouragement on innovative work behaviour. During recruitment and selection process, every candidate needs to undergo for job-personality fit tests so that human resource manager is able to identify appropriate candidates for organisational innovation. Not only that, job-personality fit tests should be conducted time after time to make sure that the employees' accountabilities suit with their personality. Secondly, Islamic bank employees should be acknowledged for their innovativeness, and the aftermaths indicate that their abilities of high intelligence, thoughts and desire for knowledge have positive inspiration on their innovativeness in response to the realisation of religious as well as money-making commitments. Accordingly, the banks should keep an eye on for their employees at all times, as well as provide more inducement on their extra hard work due to strong need of achievement. Based on the amalgam of McClelland's theory and *Maqasid al Sharia*, employees' openness to experience should be given limelight to boost innovative work behaviour due to the fact that only this dimension makes them feel obliged to fulfil their achievement need to fulfil human needs from Islamic vantage point. Taking everything into account, the employees should possess a strong aspiration for a need for achievement with the intention of fulfilling their potential to the utmost bounds by using their creativity to cater to the needs, as per stakeholders' anticipation.

This study presents its social implications predominantly in emphasising the humans' innovative work behaviour to encourage social justice as well as profit and risk sharing.

Perceptibly, the presence of attention in the modern economy has been a form of social exploitation that infringes the essence of Islamic teaching of social justice (Ahmed, 2016). Consequently, the prevention of interest in Islamic banking is to encourage social fairness as well as ethical true economic behaviours. The disinclination of profit and risk sharing concepts have been constantly controversial attributable to the emergent public awareness which has been envisaging responsible innovation. Responsible innovation is preferably believed to stimulate the encouragement of the Shari'a compliant system on individuals, primarily on the quality aspects of life. The entrepreneurial risk sharing is a particularly significant feature of Islamic financial contracts. Developing innovative risk sharing instruments for the Islamic banking is just about incredible effort for the employees with a high degree of openness to experience due to the strong need for achievement. By nurturing employees' innovative work behaviours, for that reason, Islamic banks are anticipated to produce more conscientiously innovative offerings which truthfully raise the public quality of life. This is in agreement with another verse which says: "[...] Allah change not the condition of a folk until they (first) change that which is in their hearts [...]" that suggests humans' creativity for problem-solving (Al-Ra'du: 11). Creativity could be nurtured in discovering the proper approach to realize responsible innovation which is estimated to establish the influence of the Sharia-compliant system on individuals as well as the national financial prudence by adopting conventional and Islamic philosophies.

Like other studies, the authors have identified some restrictions that need to be taken into consideration. Firstly, the study fails to provide indication for the uniqueness of several measurements of innovative work behaviour as proposed by De Jong and Den Hartog (2010), henceforward signifying that the employees' behaviour continues one-dimensional and consequently endorsing Janssen's (2000) preceding work. Thus, it is recommended that studies on examination of innovative work behaviour should be further extended for better understanding on the theoretical richness in such employees' behaviours. Secondly, the understanding of the integration between McClelland's Need theory and *Maqasid al Sharia* is limited since the study is at the initial point. The new integration between the conventional and Islamic theories does not have any explanation on the potential linkages that could exist between the need of affiliation and power with the five needs as stipulated in *Maqasid al Sharia*. In the future, more correlations could be renowned between these theories to augment the knowledge of both western and Islamic crow's nest. Third, cross-sectional data was adopted, and for that reason, the collected data is limited to one point in time, which indicates that connection of linkages could not be totally examined. A longitudinal study should henceforward be adopted to endorse the relationships among the research variables in the framework.

This study adopted a different way to highlight the matter of responsible innovation which makes the employees' innovative work behaviour a thoughtful approach. By and large, for



that reason, this is regarded as an early work to analyse the consequences of the employees' big five personality traits on innovative work behaviour in light of a unique amalgam of conventional and Islamic standpoints.

## REFERENCES

- Abdul-Rahman, A., Latif, R. A., Muda, R., & Abdullah, M. A. (2014). Failure and potential of profit-loss sharing contracts: A perspective of New Institutional, Economic (NIE) Theory. *Pacific-Basin Finance Journal*, 28, 136-151.
- Afsar, B., F. Badir, Y., & Bin Saeed, B. (2014). Transformational leadership and innovative work behaviour. *Industrial Management & Data Systems*, 114(8), 1270-1300.
- Ahmed, I. (2016). Aspirations of an Islamic bank: an exploration from stakeholders' perspective. *International Journal of Islamic and Middle Eastern Finance and Management*, 9(1), 24-45.
- Akram Laldin, M., & Furqani, H. (2013). Developing Islamic finance in the framework of maqasid al-Shari'ah: Understanding the ends (maqasid) and the means (wasa'il). *International Journal of Islamic and Middle Eastern Finance and Management*, 6(4), 278-289.
- Allport, G. W. (1937). *Personality: A psychological interpretation*.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next?. *International Journal of Selection and assessment*, 9(1-2), 9-30.
- Bhatti, O. K., Aslam, U. S., Hassan, A., & Sulaiman, M. (2016). Employee motivation an Islamic perspective. *Humanomics*, 32(1), 33-47.
- Bostjancic, E. (2010). Personality, job satisfaction, and performance of slovenian managers-how big is the role of emotional intelligence in this?. *Studia Psychologica*, 52(3), 207.
- Brislin, R. W. (1980). Translation and content analysis of oral and written materials. *Methodology*, 389-444.
- Chamorro-Premuzic, T., & Furnham, A. (2003). Personality traits and academic examination performance. *European journal of Personality*, 17(3), 237-250.
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23-36.



- Drucker, P.F. (1985), *Innovation and Entrepreneurship: Practice and Principles*, Harper Business, New York, NY.
- Echchabi, A., & Abd. Aziz, H. (2014). Shari'ah issues in Islamic banking: a qualitative survey in Malaysia. *Qualitative Research in Financial Markets*, 6(2), 198-210.
- Garg, S., & Dhar, R. (2017). Employee service innovative behaviour: The roles of leader-member exchange (LMX), work engagement, and job autonomy. *International Journal of Manpower*, 38(2), 242-258.
- Ghazzali, M. S. (1997). *al-Mustasfa min Ilm al-Usul*.
- Guo, J., Su, Q., & Zhang, Q. (2017). Individual creativity during the ideation phase of product innovation: An interactional perspective. *Creativity and Innovation Management*, 26(1), 31-48.
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442-458.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3), 287-302.
- Javalgi, R. R. G., Gross, A. C., Benoy Joseph, W., & Granot, E. (2011). Assessing competitive advantage of emerging markets in knowledge intensive business services. *Journal of Business & Industrial Marketing*, 26(3), 171-180.
- Jong, J. D., & Wennekers, S. (2008). Intrapreneurship; conceptualizing entrepreneurial employee behaviour. *Scientific Analysis of Entrepreneurship and SMEs (SCALES)*, Zoetermeer: EIM, 1-47.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of applied psychology*, 87(3), 530.
- Kumar, K., and Bakhshi, A. (2010). The Five-factor model of personality and organizational commitment: Is there any relationship?. *Humanity and Social Sciences Journal*, 5(1), 25-34.
- Matzler, K., Renzl, B., Mooradian, T., von Krogh, G., & Mueller, J. (2011). Personality traits, affective commitment, documentation of knowledge, and knowledge sharing. *The International Journal of Human Resource Management*, 22(02), 296-310.



- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of personality*, 60(2), 175-215.
- Mohamad, M. and Mat Ali, M. N. (2016). *Quality of Life Maqasid Shariah Approach*. UniSZA Press, Kuala Nerus.
- Moss Kanter, R. (1988). When a thousand flowers bloom: Structural, collective and social conditions for innovation in organization. *Research in Organizational Behavior*, eds. Staw BM and Cummings LL, 10.
- Niu, H. J. (2014). Is innovation behaviour congenital? Enhancing job satisfaction as a moderator. *Personnel Review*, 43(2), 288-302.
- Pallant, J. (2013). *SPSS survival manual*. McGraw-Hill Education (UK).
- Patterson, F., Kerrin, M., & Gatto-Roissard, G. (2009). Characteristics and behaviours of innovative people in organisations. Literature Review prepared for the NESTA Policy & Research Unit, 1-63.
- Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30(6), 467-480.
- Rothmann, S., & Coetzer, E. P. (2003). The big five personality traits dimensions and job performance. *SA Journal of Industrial Psychology*, 29(1), 68-74.
- Saucier, G. (1994). Mini-Markers: A brief version of Goldberg's unipolar Big-Five markers. *Journal of personality assessment*, 63(3), 506-516.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behaviour: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
- Silvia, P. J., Nusbaum, E. C., Berg, C., Martin, C., & O'Connor, A. (2009). Openness to experience, plasticity, and creativity: Exploring lower-order, high-order, and interactive effects. *Journal of Research in Personality*, 43(6), 1087-1090.
- Slåtten, T., & Mehmetoglu, M. (2015). The effects of transformational leadership and perceived creativity on innovation behaviour in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 14(2), 195-219.



- Templer, K. J. (2012). Five-factor model of personality and job satisfaction: The importance of agreeableness in a tight and collectivistic Asian society. *Applied Psychology*, 61(1), 114-129.
- Woods, S. A., Mustafa, M. J., Anderson, N., & Sayer, B. (2018). Innovative work behaviour and personality traits: Examining the moderating effects of organizational tenure. *Journal of Managerial Psychology*, 33(1), 29-42.
- Yang, C. L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 8(1), 6-26.
- Zakaria, M., & Malek, N. A. A. (2014). Effects of human needs based on the integration of needs as stipulated in Maqasid Syariah and McClelland's hierarchy of needs on zakah distribution efficiency of Asnaf Assistance Business Program. *Jurnal Pengurusan (UKM Journal of Management)*, 40.

#### **Author's Biography**

Hamdy Abdullah is a Chartered Accountant from University Sultan Zainal Abidin. His research interests include innovation management, personality, job satisfaction and leadership. He is the corresponding author and can be contacted at: [hamdyumt@yahoo.com](mailto:hamdyumt@yahoo.com).